



GOVERNANCE  
CONFERENCE  
2023

11 July

Grand Connaught Rooms  
London

**Boards in times  
of challenge  
and change**

# PROGRAMME

## At a glance

Scan here for the detailed programme,  
speaker profiles and further  
conference information



09.50 REGISTRATION, NETWORKING, EXHIBITION AND SHOWCASE

### 10.20 INTRODUCTION AND CHAIR'S WELCOME

Grand Hall

**Sir Ron Kerr**, Chair, NHS Providers

### 10.30 SYSTEMS AND GOVERNING UNDER SUSTAINED PRESSURE

Grand Hall

**Sir Julian Hartley**, Chief Executive, NHS Providers

**Miranda Carter**, Director of Provider Development, NHS England

Sir Julian Hartley opens the conference by sharing his insights about the challenges facing provider boards in the current NHS landscape, drawing on his former role as a trust chief executive and feedback from the NHS Providers membership. NHS England's director of provider development will provide their policy perspective in the context of system working including key themes emerging around good governance in systems and areas of focus for NHS England.

### 11.15 READING THE SIGNALS: DEVELOPING 'PROBLEM-SENSING' BOARDS

Grand Hall

**Professor Graham Martin**, Director of Research, THIS Institute, University of Cambridge

A focus on the challenges of accessing, collating and making use of various sources of intelligence about the quality and safety of healthcare in provider organisations, including the question of how to 'read the signals', the role of the board, and the challenges and opportunities posed by integration.

12.00 REFRESHMENTS, NETWORKING, EXHIBITION AND SHOWCASE

### 12.25 BREAKOUT SESSIONS

- |                      |  |
|----------------------|--|
| <b>1a</b> Dorset     | <b>Making collaboration happen</b>                                     |
| <b>1b</b> Grand Hall | <b>Working together on improvement</b>                                 |
| <b>1c</b> Balmoral   | <b>Managing conflicts of interest in the context of system working</b> |
| <b>1d</b> Derby      | <b>Joined-up risk management</b>                                       |

13.20 LUNCH, NETWORKING, EXHIBITION AND SHOWCASE

### 14.20 BOARDS UNDER SUSTAINED PRESSURE

Grand Hall

**Dr Mike More**, Chair, Cambridge University Hospitals NHS Foundation Trust

**Jenni Douglas-Todd**, Chair, University of Southampton NHS Foundation Trust

**Miriam Deakin**, Director of Policy and Strategy, NHS Providers

How should boards prioritise, strategise, retain oversight, manage risk, motivate the workforce and keep them and their patients safe, as well as make improvements under the current pressures and when there is again much change in the NHS? Our panel will discuss the present challenges and opportunities for boards, drawing on their own experiences and the shared experiences of board members from across the NHS in England.

15.20 REFRESHMENT BREAK

### 15.45 BREAKOUT SESSIONS

- |                      |  |
|----------------------|--|
| <b>2a</b> Grand Hall | <b>Building the right board</b>                            |
| <b>2b</b> Dorset     | <b>Effective and legal delegations</b>                     |
| <b>2c</b> Balmoral   | <b>Making time for strategy</b>                            |
| <b>2d</b> Derby      | <b>Provider collaboration: exploring a federated model</b> |

16.40 CLOSE OF CONFERENCE

16.40 **DRINKS RECEPTION** supported by Hunter Healthcare  
Drawing Room



## BREAKOUT SESSIONS

### 1a

#### MAKING COLLABORATION HAPPEN

##### Dorset

Based on extensive work with provider collaboratives, this session will explore the legal and policy framework for collaboration, evaluate the various available models, how to overcome barriers and discuss the factors that appear to make collaboration work. Considerations for provider boards around accountabilities, liabilities, decision-making and conflicts will be set out along with examples of ways of working in different forms of collaborative from across the country.

### 1b

#### WORKING TOGETHER ON IMPROVEMENT

##### Grand Hall

Featuring NHS England's Director of Improvement and Care Quality Commissions (CQC)'s director of secondary and specialist care in conversation with the managing director of South East London Acute Provider Collaborative, this session will explore the regulator's aspirations to 'work with' when seeking organisational improvement and draw on examples of provider-led improvement.

### 1c

#### MANAGING CONFLICTS OF INTEREST IN THE CONTEXT OF SYSTEM WORKING

##### Balmoral

The Health and Care Act 2022 means that directors of NHS foundation trusts and trusts may have multiple roles: directors may also be a partner member of an integrated care board (ICB). In these cases, the director will have duties to the relevant foundation trust or trust and, at the same time, to the ICB. In most cases, these duties will be aligned. In theory, though, it's possible that these duties conflict. This session will explore directors' duties in the context of system working, including for foundation trust or trust ICB partner members, and suggest approaches to minimise perceived and material conflicts of interest.

### 1d

#### JOINED-UP RISK MANAGEMENT

##### Derby

A discussion of the theory and practice of risk management within systems, including determining risk appetite, transferral of risk between organisations, and the challenges of dynamic risk assessment within systems (for example around patient pathways).

### 2a

#### BUILDING THE RIGHT BOARD

##### Grand Hall

Our panel will discuss the importance of sustained effort to build an effective board. Questions they may explore include: What are the values and behaviours required and how do we recruit for them and sustain them? How do we build in appropriate diversity of perspective and experience to achieve representation and facilitate effective decision-making and challenge? And ultimately, what is the 'right' board, and how do we know whether we have it?

### 2b

#### EFFECTIVE AND LEGAL DELEGATIONS

##### Dorset

This session will provide advice and a Q&A on the legal powers of delegation. It will set out the statutory context and underpinning, defining delegation in a system context and contrasting this with conferral of discretions, and will include discussion of factors applicable to group models. We will also consider the risks and benefits of using new powers of delegation once available.

### 2c

#### MAKING TIME FOR STRATEGY

##### Balmoral

The pressures on boards mean their focus and bandwidth is stretched, and it can be challenging to find time to focus on anything but immediate pressures and demands. Equally, it will be important for boards to develop and sustain a clear sense of their own direction of travel beyond the short-term, enabling effective planning and also meaningful conversations with system partners. This breakout will look at the benefits of making time for strategy and introduce tips and tools to support this.

### 2d

#### PROVIDER COLLABORATION: EXPLORING A FEDERATED MODEL

##### Derby

An exploration of the genesis, structure, relationships and decision-making within an established provider collaborative. West Yorkshire Association of Acute Trusts (WYAAT) was established in 2016 and brings together six acute trusts to work on projects and programmes of mutual interest and patient benefit, while maintaining individual organisational oversight, autonomy and flexibility. This session, with opportunities for questions, will explore the key success factors behind WYAAT's work to improve patient care in West Yorkshire and Harrogate.

# GOVERNANCE SHOWCASE 2023

Our Governance Showcase is an opportunity for trusts to share their best practices in governance as part of our exhibition. Our seven winners highlight their fantastic achievements, demonstrating the work of boards during times of challenge and change in system working and more.

Visit their stands in the Edinburgh room.

- GUY'S AND ST THOMAS' NHS FOUNDATION TRUST  
**IGAP – integrated Governance, Assurance and Performance**
- HOMERTON HEALTHCARE NHS FOUNDATION TRUST  
**Homerton Healthcare within the City and Hackney place-based partnership**
- LANCASHIRE AND SOUTH CUMBRIA NHS FOUNDATION TRUST  
**Provider collaborative**
- OXLEAS NHS FOUNDATION TRUST  
**Increasing diversity in decision-making**
- SOUTH WEST PROVIDER COLLABORATIVE  
**Integrated performance reporting for provider collaboratives**
- TEES, ESK AND WEAR VALLEYS NHS FOUNDATION TRUST  
**Integrated performance report**
- UNIVERSITY HOSPITALS OF NORTHAMPTONSHIRE NHS GROUP  
**Committee collaboration in a group mode**



Scan here to find out more about our showcase winners' case studies

## EXHIBITORS

 Hunter Healthcare



**Browne  
Jacobson**



We would like to thank our drinks reception sponsor Hunter Healthcare, and our exhibitors, for joining us at this year's Governance Conference.

If you would like to learn more about the products and services they offer to NHS trusts, visit their stands here as well as finding them on our conference website.

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ACC Liverpool 14-15 November

ANNUAL  
CONFERENCE  
AND EXHIBITION  
2023

**NHS Providers** is the membership organisation for the NHS hospital, mental health, community and ambulance services that treat patients and service users in the NHS. We help those NHS foundation trusts and trusts to deliver high-quality, patient-focused care by enabling them to learn from each other, acting as their public voice and helping shape the system in which they operate.

NHS Providers has all trusts in England in voluntary membership, collectively accounting for £115bn of annual expenditure and employing 1.4 million people.

**#Governance23**



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